

West Central Region

Business Services Outreach Plan



May 2004

Business Services Outreach Plan West Central Region

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Business Services Outreach Plan

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PART I Executive Summary

I Introduction

The *Business Services Outreach Plan* for the West Central Region of Missouri is a collaboration of partners written with a sole purpose in mind: to create a single point of contact system within the region that will serve businesses and job seekers alike, addressing workforce solutions that promote stability and growth. This plan is an urgent call to action in meeting the economic challenges our region is facing regarding the demand for better trained and more skilled workers to boost productivity and help close the labor, wage, and skill gaps within our region. This plan designs a single point of contact system that will address business needs today and in the future through the support of our partners in training, placement, and career advancement initiatives. *The West Central Region single point of contact system will be referred to as the “One-Touch System.”* The region is changing the way it does business and is moving from a passive to a pro-active outreach approach.

THE NEED FOR A SINGLE POINT OF CONTACT SYSTEM--

Without a change in the way we train and support workers, we will fall short of finding the highly skilled, adaptable, and technologically sophisticated labor force needed to compete in the future global economy.

Technology, globalization, and deregulation are powerful forces bringing about a new economy in the United States, according to the National Association of Workforce Boards. The new economy is an environment of constant change placing value on broad knowledge and skills, flexibility, cross-training, multi-tasking, team building, problem solving, and project-based work. In a national survey conducted by the U.S. Bureau of the Census, “employers said 20 percent of their current workers were not fully proficient in their jobs.” Less than 50 percent of the new workers are equipped for a high-skill, high-wage job. The economic competitiveness of today’s workforce puts a great emphasis on closing the wide gap between the necessary skills of a technology-based workplace and the low level of preparedness of the workforce.

Businesses are faced with seven identified universal challenges in today’s economy: globalization of the workforce, increased diversity, the increased use of technology, literacy issues, the need for highly skilled workers, nontraditional work arrangements, and an aging workforce. By developing a single point of contact system, business and labor partners will come together as a united front in

proactively meeting challenges that impede business and its workers and together embark upon systematic workforce solutions to business needs. In addition, it will assist businesses by providing training options and/or referral to the appropriate agency or educational institution.

STRATEGIES FOR THE FUTURE--

This marketing plan will ensure that our region's business needs drive our efforts in meeting the seven identified universal challenges. Strategies include:

- **Creating a single point of contact system**—a central point of contact in our Career Centers to coordinate and deliver a streamlined business outreach system. (See Appendices #2, #3, #4, and #5.) Our region will emphasize customer service (measured by customer feedback) to identify and outline ways we can best meet the unmet needs for our region's businesses.
- **Developing a local “training institute”** which will be a regional concept for comprehensive education and training services—initially offered as a support system for business and eventually evolving into a “bricks and mortar” physical location (or locations). The “training institute” will have the ability to facilitate training often lacking in today's workforce such as soft skills, basic education, and technical assistance training for partners. A broad spectrum of training opportunities and solutions for business training needs will be provided in order to match workers with the proper training needed to meet today's changing workforce demands. Efforts include:
 - Developing training programs that are closely tied to specific industries.
 - Using business leverage to encourage new training efforts and the creation of career ladder/lattice opportunities. (See Appendix #10.)
 - Conducting intensive evaluations of a wide range of training, including on-line, face-to-face, video conferencing and teleconferencing.
 - Addressing needs for nationally recognized, industry-based skill standards and occupational certifications.
 - Performing skill-gap analysis.
 - Partnering with the Missouri Training Institute to offer business services training. (See Appendices #11 and #14.)
- **Incorporating four market-related issues found in the Board's Strategic Plan** into the regional Business Services Outreach Plan. In an effort to build a more knowledgeable Board and increase outreach efforts by Board members in the communities, the Board is resolved to: 1) develop an awareness program for business, educators, civic and service groups; 2) develop an ambassador program; 3) increase fee-for-service activities; and 4) increase cooperation among agencies and partners.
- **Utilizing surveys and focus groups** to identify industry needs and to develop career ladders/lattice.

- **Offering a tiered menu of services to businesses** according to the criteria created in Part III under the “Delivery of Services.” The identification of targeted industry clusters and current and new members will help to align training, job matching, and other resources. Services will be tailored to the needs of local businesses, and will be marketed via human resource meetings, Missouri Employer Committees/Chambers of Commerce, plant manager organizations, local community organizations, and initiatives of the Board awareness program. The West Central Region will support the State’s overall plan for economic growth assisting employers in finding the best qualified applicants for their job openings. At the same time, we will provide job seekers and other customers with information about Missouri’s workforce needs.

DEVELOPING PARTNERSHIPS TO LEAD THE PROCESS--

The Business Services Outreach Team will act as initiator, broker, and facilitator of the plan—charged with the role of moving the process forward to meet the ever-changing needs of business in the West Central Region.

The Workforce Development Board of Western Missouri, Inc., is a 31-member board with 51% private sector participation. The Board’s involvement will be critical, especially in the early stages of the project when access to industry leaders must be secured. The Board will act in an advisory capacity to all sector initiatives. Board ambassadors will encourage business participation in focus groups and assist in engaging the support of human resource managers and CEOs to ensure strong private sector buy-in.

There are over 20 partners named within this Business Services Outreach Plan. (Refer to page 22.) Some of the partnerships are formal in nature. These would include mandated Career Center partners. Others are less formal, and yet the desired end result is the same—the strengthening of strong economic opportunities for customers in the West Central Region. Our region’s partnerships are charged with crafting, implementing, and overseeing a workforce development system that meets the ever-changing needs of business and industry and those seeking employment. The partners are aligned to fulfill the single point of contact system design outlined herein.

Career Center “business consultants” will play a key role in the success of the single point of contact system. They will act as the “go to” liaison between businesses and Career Center resources. They will be well-versed in partner resources and the single point of contact system through technical assistance and training coordinated by the Business Services Outreach Team and Workforce Investment Board (WIB) supported cross-training activities.

The West Central Region’s Business Representative will be a pivotal person in coordinating the schedules and activities of the business consultants to eliminate the duplication of services.

GETTING STARTED--

Embarking on a project of this magnitude can be a time consuming process. The building process may take more than a year, but this is necessary to provide a sufficient foundation of commitment by all parties involved. To give a sense of the scope and range of activities an action plan (pages 24-26) has been developed providing a guide so that too much or too little time does not elapse between steps.

Our outreach effort is slated to be launched in the spring of 2004. The outreach plan is created in a two-phase effort—beginning with the outreach team partners initiating the development and implementation in Phase I of the plan and moving into Phase II with further implementation, engagement, outreach, and continuous improvement objectives. The target date for full integration of Phase I and Phase II is the spring of 2005. The outreach team will meet on an as needed basis throughout this time period to ensure that the process of developing a single point of contact system moves forward as outlined. Thereafter, the outreach team will meet quarterly to review and re-evaluate the on-going progress of the objectives of the outreach plan. A quarterly report will be presented to the WIB to solicit Board input for continuous improvement.

STRATEGIC LOCATIONS FOR SYSTEM DELIVERY--

The West Central Region spans a thirteen county area encompassing more than 9,000 miles. Currently the region has a one-stop effort in operation through six Missouri Career Centers. The Career Centers are strategically located throughout our broad rural area to ensure that the area is saturated with a seamless delivery of services. Services are offered through the Region's training institute(s) and Career Centers, local worksites, video conferencing centers, local community colleges, and vocational technical schools. Customers receive services designed specifically for their geographic area and the employer base located within a reasonable driving distance. Our region has also developed mobile capabilities to provide services throughout the region. We remain mindful of the visions of our neighboring regions to ensure that services are closely aligned, creating a labor market area made larger because of our cooperative efforts.

PART II

The Mission, Vision, Core Values, Goals, and Measures

The mission, vision, values, planned activities, and measurable goals written into the Outreach Plan are certainly achievable and replicable, when dedicated partners embrace the single point of contact system concept.

I Mission

The mission of the West Central Region single point of contact system is to assess, facilitate, and provide an integrated workforce solution while fostering a skilled workforce. This will increase Missouri's economic growth by serving businesses and empowering job seekers through a customer-centered, accountable streamlined system.

! Vision

The West Central Region will provide a skilled workforce for today's jobs and tomorrow's careers through a seamless delivery system. This strengthens partnership integration, engagement of businesses in the workforce development system, and builds a new relationship to leverage resources such as money, knowledge, and infrastructure.

! Core Values

- Delivery of an integrated workforce development system.
- Collaboration in increasing the number of businesses that use workforce products and services: "Market share".
- Commitment to "Co-opetition" (cooperative competition).
- Commitment to usage of "Toolbox" (Internet system) for information sharing.
- Commitment to promotion of "*GreatHires.org*" for employment and training services to businesses and job seekers.
- Commitment to continuous improvement and innovative solutions.

! Goals

- Increase the number of businesses that use workforce products and services.
- Engage usage of "Toolbox" (Internet system) as the primary communication tool.
- Promote *GreatHires.org* for employment and training services to businesses.

! Measures

- Increase business market penetration rate by 5 percent measured through the number of job orders filled during program year 2004 and two percent each program year thereafter.
- Increase number of regionally facilitated Toolbox training sessions by 50 percent during Program Year 2004.
- Engage two additional partners in the use of Toolbox during Program Year 2004 and two additional partners each program year thereafter until all partners are engaged.
- Increase the number of business registering on *GreatHires.org* by five percent during the program year 2004 and two percent each program year thereafter.

State and regional measures will be monitored and reported through the "Toolbox" data system. The data collection is to be accomplished by WDB and DWD referencing the outlined measures in this plan and the state strategic plan.

PART III

Description of the Outreach Plan

The first step in the implementation process will be to survey industries to assess local needs and develop a more detailed understanding of each industry. The survey will enable us to get inside the industry and identify problems that businesses face—both unique and shared problems. In addition, it will develop contacts with industry leaders. The survey will include basic overview statistics on industries (number of jobs, breakdown of employees, corporate structure, etc.) However, the theme will emphasize human resource needs, training issues, and the recruitment, hiring, and retention problems that are shared across our region.

Compiling the survey data will provide a chance to carefully consider and analyze the results. After analyzing the survey results, the next step will be to design a process to release and discuss the survey report with industry leaders. Focus groups will be developed as a means of sharing information with survey participants, and as a way to incorporate businesses not included in the survey process into discussions addressing business needs.

Organizing successful focus groups requires a strong private sector “buy-in”. We will solicit the support of the Workforce Development Board, ambassadors, economic development, our local Missouri Employer Committees, Chambers of Commerce, local business organizations, training consortiums, human resource management groups, and other organizations to encourage participation. We will form focus groups aligned with industry clusters with the goal of gathering information about industry needs, human resource problems, and career ladder/lattice opportunities.

The focus groups will also be used to provide support and leadership for the development of new partnerships. This process will be devoted both to building knowledge and maintaining relationships. Close attention will be given to the structure of work, common hiring practices, occupational and training shortages, and other challenges faced by industry. Noting similarities across our region will provide leverage for building joint solutions. Building strong partnerships will encourage the implementation of new ideas and solutions that are “owned” together.

I Needs of Local Businesses

Validation is necessary to ensure that we have aligned our view of what current business needs are with actual business needs. The West Central Region will obtain feedback from businesses through surveys and the creation of focus groups. Engaging business leaders in discussion and working to build new relationships will provide input and information needed to make critical decisions in defining and developing solutions to local business needs. Some identified business needs include:

- In-depth screening of applicants which includes education level, work history, and skills
- Industry specific assessments
- Business specifications according to needs

- Upfront human resources services (compliance issues, background checks, drug screening, interviewing)
- Employee retention
- Career progression which includes career ladder/lattice
- Diversity issues and training
- Follow-up services

While our region will review all surveys and information obtained through focus groups, we will not limit our data gathering to these two processes. We will also build on data that is already available through:

- Economic Development
- Chambers of Commerce
- Regional Planning Commissions
- Missouri Employer Committees
- Plant Manager Organizations
- Small Business Administration
- Missouri Enterprise
- Missouri Procurement and Technical Assistance Center(s)
- University of Missouri Extension
- Resources for Missouri, Inc.
- Small Business Development Center
- Missouri Commission on Human Rights
- Ceridian
- Missouri Employer Research and Information Center (MERIC)
- Local Councils of Government
- Professional Organizations

! Seven Universal Challenges

The seven universal challenges facing businesses today will be addressed by providing training options or referring to the appropriate agency or educational institution. Solutions to address these are:

1. **Globalization** of the Workforce
 - Provide linkage between individual training accounts (ITA's) and on-the-job training (OJT) opportunities to build skills
 - Focus OJT dollars to key industry clusters (not limited to)
2. Increased **diversity** of the workforce
 - Provide general equivalency diploma (GED) classes on line in resource areas of the Career Centers
 - Assist businesses with recruitment of individuals with disabilities

3. Increased use of **technology** in the workplace
 - Assist businesses to help set up computer and technology training for the re-training of incumbent workers
 - Promoting ITA's in high-tech industries
 - Re-train workers employed in soon to be obsolete jobs, in order to retain employment with their current employer
4. Economic implications of **literacy**
 - Encourage service and production businesses to spend training dollars to improve the skills of the workforce
 - Help businesses develop onsite literacy and basic skills classes
5. Need for **high-skilled workers** with post-secondary education and training
 - Develop partnerships to increase proportion of new jobseekers trained in high-tech, high- skilled industries
 - Enhance relationships with educational institutions that provide training in high-skill areas
6. Need for **flexible workforce**
 - Provide information of nontraditional work arrangements such as working at home, flex time, etc.
 - Develop recruitment strategies that will attract workers wanting nontraditional jobs
7. **Aging** of the **workforce**
 - Involve Experience Works in offering workshops to older workers for a new career
 - Promote the use of transferable skills in demand occupation
 - Promote volunteerism

Responsibilities of the Business Consultants

Within each Career Center in the West Central Region, staff from the partnering agencies will be asked to conduct themselves as “business consultants,” knowledgeable in partner resources offered through the Center. Each consultant will act as a business liaison, developing long-term relationships with businesses and promoting all system services. The responsibilities are:

- Provide business outreach and promote Career Center services and programs while building long-term relationships (over one year).
- Share business contact and job availability information.
- Educate partners on the usage of Toolbox for information sharing.
- Participate in local coordination meetings which will reduce duplication of contacts and simplify access to services.
- Act as liaison (individual focused on assisting businesses and job seekers; a point of reference for businesses; mediator; problem-solver; the go-to-person) for businesses—receive positive/negative feedback and take action.

- Maintain frequent contact (once a month, general contacts documented through the Toolbox system) with key businesses (to be individually determined by partner agencies to define levels of service based on certain criteria, such as labor market information, number of employees, wage levels, anticipated growth measured in number of jobs, multiple occupations on site, or other defined methods of measure) to determine emerging and changing needs.
- Educate businesses and job seekers on the usage of *GreatHires.org* to meet their employment and training needs.
- Act as human resources consultant by:
 - Referring to appropriate agencies to assist in solving specific workplace problems
 - Helping businesses assess information and resources
 - Promoting training opportunities to businesses
 - Sharing and customizing labor market information
- Promote a single point of contact system for businesses.
- Assist business customers through the referral process. (See Appendix #3.)
- Establish a business resource center in each of the six career center sites.

I Single Point of Contact System Principles

The single point of contact system will be a collaborative effort among all West Central Region partners, and the primary tool that will ensure delivery of quality services to business customers and job seekers.

The single point of contact system in the West Central Region incorporates these six key principles:

1. Contacting local businesses is a shared but not duplicated, system-wide activity.
2. Partners will sell the full range of the system's services, representing the system as a whole and presenting a holistic approach in marketing the best way to reach our business customers and job seekers in soliciting responses regarding their needs and satisfactory levels.
3. Business consultants will implement a standardized process and procedure when contacting the business customer. Each consultant acts as a business liaison, developing long-term relationships with business and promoting all system services. The business consultant builds credibility by demonstrating preparedness, knowledge, expertise, and genuine concern for success.
4. Business consultants will share and enter business contact information into the state data system, Toolbox.
5. Partners will promote *GreatHires.org* as a statewide tool for gathering career and labor market information, researching business resources, accessing workforce information, and job matching to meet the employment and training needs of businesses.

6. Business consultants will work together to build the credibility of the single point of contact system by demonstrating preparedness, knowledge, expertise, a genuine concern for success, and by promoting a relationship of trust between partners.

In concert with the single point of contact system, all identified services will be delivered according to the action plan matrix on page(s) 24-26.

! Description of Standardized Practices

Business consultants will handle all inquiries whether by phone, email, or in person in a timely manner. Businesses will be contacted to set an appointment to explain Career Center services. Any information such as contacts, information regarding company including referral process, job requirements, etc., will be entered in Toolbox within 48 hours or two working days. Job orders will be entered into Toolbox as soon as possible after receiving the information.

A Toolbox enhancement request will be submitted to DWD by the Business Services Outreach Team to create a “Regional Business Contact” report option. This option will identify the individual regions and provide agency partners access to enter business contact information, thus eliminating duplication.

In addition, the Region will seek to incorporate a link to the Workforce Development Board of Western Missouri, Inc. (WDB), website from the *GreatHires.org* website, thus providing a communication avenue of shared information between businesses and partner agencies. Such information would include, but not be limited to, success stories, recognition and awards, and general regional news. The West Central Region’s newsletter, *WorkWorld*, will be distributed quarterly to businesses and agency partners.

Career Center services and programs will be promoted through business visits and presentations to business groups to include Chambers of Commerce and other human resource organizations.

Brochures and other outreach materials available from Career Center agencies will be distributed to businesses and referrals to other agencies will be made as needed. Partners will be contacted by phone, email, or in person to advise them to contact a business for on-the-job training (OJT), customized training, Work Opportunity Tax Credit (WOTC), and other services and activities.

! Sector Initiative

Sector initiatives are industry-specific workforce development approaches that can help low-income workers and other job and skill seekers meet their skills training, placement, and advancement needs, while serving the needs of a targeted industry. Sector initiatives provide value to multiple employers in a single industry and strengthen the competitiveness of their industries, while creating pathways to employment, increased access to well-paid jobs and advancement opportunities for low-income individuals. Sector initiatives more successfully engage employers in workforce development and are flexible enough to serve the workforce preparation needs of the wider population of new entrants, incumbent workers, and the unemployed creating both a pipeline and a force for career advancement

in the industry. We must step up to the challenge of creating a “win-win” link between industry efforts and educational access that will make an impact in staffing shortages and alleviate skill gaps.

In order to move forward in developing such initiatives, key industry clusters need to be identified. According to data compiled by the Missouri Economic Research and Information Center (MERIC), the five top industry clusters in our region are:

- Government
- Manufacturing
- Trade, Transportation and Utilities
- Education and Health Services
- Leisure and Hospitality

We will use these identified clusters to begin the process of conducting regional supply/demand gap analyses to identify the needs of business and develop industry specific initiatives. However, the data through MERIC dates back to 2001. Since that time, Missouri, as well as our region, lost jobs at a rate that exceeded the national average during 2001-2002. Much of the job loss resulted from manufacturing jobs leaving the country. Many dislocated workers are still struggling to find another job making comparable wages with benefits. Since the beginning of the downturn in 2001, the job market in our region has witnessed many changes. On the upside, in the near future the biotech industry will be expanding with ethanol plants opening in Marshall and Malta Bend. In late 2003, a new manufacturing firm and call center moved into Nevada, and 2004 foresees additional expansion with businesses preparing to locate in Nevada. Therefore, the West Central Region will review annually our identified industry clusters to see if they currently align with changing economic conditions and emerging needs.

Opportunities for our region depend on creating partnerships and alliances that make things happen: bringing new and old partners together, strengthening the natural partnerships to develop synergies where the whole is greater than the sum of its parts, helping partners understand each other in relation to workforce development, and facilitating their cooperation.

The Workforce Development Board of Western Missouri, Inc., will act in an advisory capacity to all sector initiatives.

Sector Determinant – The WIB Role

- Advisory Role:
 - Provide overall guidance to sector initiatives
 - Help to maximize input from industry representatives to determine needs of industry
- Strategy Development:
 - Ensure that goals and objectives are realistic, clear and make sense from a business perspective while benefiting target population
- Business Recruitment:
 - Maximize input in sector projects and lend credibility to sectoral projects/initiatives

- Collect and review data on key industry clusters/identify key industry clusters
- Map out overlapping systems and duplicative and ineffective use of resources
- Identify funding streams that better integrate programs to meet industry needs
- Identify Skills/Competencies and Educational Requirements:
 - Help identify training programs best suited to meet current and future needs of industry
 - Coordinate training with the West Central Region's training institute
- Data Collection and Dissemination:
 - Continuously use and update sector data to help guide and achieve industry goals and objectives

! Account Management

A team of business consultants in the local career center will be responsible for managing the business accounts—**current, past** or **new**.

Current business customers are those who have listed job orders in the last twelve (12) months. Some will be targeted as “growth accounts”—to increase the quality and/or quantity of job listings. Others will be maintained at the level of activity of the previous year.

Past business customers are those businesses that have not listed job orders in the past twelve (12) months (*having made job listings between 13 and 24 months ago*). These customers will be targeted for re-assessment of status and potential re-activation.

New business customers are businesses who have never listed job orders or have not listed in 25 months or more. These are potential customers for outreach and service development.

Customer status will be maintained according to industry clusters. (See Appendix #5.) An annual review of businesses will be used to determine the status level of the account. The team of business consultants will continually assess the needs of the business and respond to meet those needs.

The business services offered are organized into three levels: Core Services, Enhanced Level I, and Enhanced Level II. (See Appendix #4.) All businesses are eligible for core services with targeting criteria for the Enhanced Level I and Level II services as follows:

- Business in a target industry.
- Average wage targeted at \$7.50/hour .
- 30+ full time positions (*at one site or multiple sites, treated as one account*).
- Anticipated growth measured in number of jobs from previous year.
- Multiple occupations on site, several of which match Center's job seeker pool.
- Increased hiring volume.

Enhanced Level I businesses will meet two (2) of the six (6) criteria. Businesses meeting three (3) or more criteria will be eligible to receive Enhanced Level II services. Enhanced level services are explained on pages 15-17.

! Delivery of Services

In the development of the West Central Region Business Services Outreach Plan, the levels of service have been identified through the use of a modified “*Developing a Curriculum*” (DACUM) process. The initial step was to name the levels of services to be offered to business and industry. Each level of service was divided into four types: hiring, training, retention, and growth. Utilizing resources such as Internet research, partner identification of available services, the WDB Strategic Plan information, the Career Center Memorandums of Understanding, and other materials, the modified DACUM process was applied and a proposed list of services to businesses and employers was created.

! Menu of Services

Core Services

A. Hiring

- A-1. *GreatHires.org* Information and Instruction—provide assistance in listing job orders.
- A-2. Job Matching/Applicant Prescreening/Resume Review—offer guidance to businesses on how to search the database of individuals already registered at the Career Center through *GreatHires.org*. Career Center partners may assist with the screening of applicants for required applicant skill sets determined by businesses.
- A-3. Tax Credit Hiring Incentives—provide information on Work Opportunity Tax Credit (WOTC) and Welfare-to-Work (WtW) tax credit.
- A-4. Recruitments/Job Fairs—organize specialized recruitment for one or more businesses at their site, the Career Center, or other accessible location.
- A-5. Job Order Consultation—suggestions on how to create job orders that will attract qualified candidates while meeting EEO and other relevant state and federal regulations. A full service for development and composition of job descriptions and job listings is also available to businesses through O*NET.
- A-6. Adequate facilities for interviewing and other employer-focused events.
- A-7. Referrals to short term (1to 3 days) jobs.
- A-8. Orientation to the Career Center system.
- A-9. Job Order Listings—businesses can post job openings at no cost on the Career Center website. These openings can then be accessed by job seekers via the Internet.
- A-10. Labor Market Information—analytical data that will allow employers to assess the current and future local employment market. Information is available on wages and benefits, unemployment statistics, and demand occupations.

- A-11. Administer typing tests.
- A-12. Provide businesses with a qualified applicant pool.
- A-13. Provide performance information.
- A-14. Job development activities.
- A-15. Employee Work Authorization Information—may provide guidance on compliance with naturalization and immigration regulations (INS/I-9 forms), youth employment requirements and other federal, state, and local employment regulations.
- A-16. Single point of contact for all system services.

B. Training

- B-1. Trade Adjustment Assistance (TAA).
- B-2. Workshops geared to business needs.
- B-3. Other Employment Hiring Incentives—provide instruction and assistance on how to tap funding for the upfront training costs associated with hiring individuals served by the Career Center.

C. Retention

- C-1. Childcare—information on state funded childcare services that income eligible employees can secure, plus resources and referral services that are available for all workers.
- C-2. Housing Resources—information about subsidized housing available to income eligible employees.
- C-3. Health Insurance—information on state sponsored health benefits for low-income workers and their dependents.
- C-4. Transportation—bus schedules and information concerning vanpools and related resources.
- C-5. Employer Assistance Programs—information and assistance to employers on topics related to employment law and regulation, workplace diversity, drug-free workplace, ADA and EEOC compliance, sexual harassment prevention, and other items suggested by employers.
- C-6. Unemployment Insurance information.

D. Growth

- D-1. Business Start-Up Assistance—refer to a variety of services available for new and potential start-ups including the Small Business Administration, Economic Development, etc.
- D-2. Business Support Activities—will work hand-in-hand with local public and private economic development agencies to share information about workforce services and connect expanding employers to the appropriate governmental agencies for assistance.

Enhanced Services, Level I

A. Hiring

- A-1. Federal bonding.
- A-2. Occupational and vocational counseling.
- A-3. Testing and assessment of applicant skills and aptitudes.
- A-4. Offer labor market information specific to customized job descriptions with specialized wage/salary surveys.
- A-5. Drug Screening/Background Checks—may refer to sources that will assist employers to develop in-house programs or agencies that will offer similar services for a fee.
- A-6. Alternative Staffing Solutions—may provide outsourcing referral to one or more area staffing services.
- A-7. Job Matching/Applicant Prescreening/Resume Review—Career Centers may conduct confidential employee searches, upon request. Additionally, One-Stop Centers may act as a clearinghouse to pre-screen resumes, applicants, and potential employees.
- A-8. Single point of contact for all system services; account management by industry or geographic area.

B. Training

- B-1. Customized training designed through tailor-made programs for new hires with tax credits available for targeted populations.
- B-2. Employed/Incumbent Worker Training—will provide assistance on how to apply for and secure educational funding for an employer's existing workforce.
- B-3. Job Readiness workshops.
- B-4. Wage reimbursement for new employees through on-the-job training for qualified applicants.

- B-5. Basic soft skills services [i.e., workplace readiness, General Equivalency Diploma (GED), English as a Second Language (ESL)].
- B-6. Assessment of incumbent worker skills.
- B-7. Information on skill standards and skill certifications.
- B-8. Pre- and post-employment skills training.
- B-9. Information on supported work and job coaching.
- B-10. Employee safety training.
- B-11. Ergonomics training.
- C. Retention
 - C-1. Turnover Prevention Activities—suggestions concerning exit interviews, climate surveys, and other tools that can assist a business to become an employer of choice.
 - C-2. Layoff/Reemployment Assistance—provide Rapid Response services for employers with plant closings or who are experiencing downsizing. Dislocated workers will be informed of the services available to them at the Career Center including current job openings, job seeker workshops, and targeted training opportunities.
- D. Growth
 - D-1. Relocation or expansion information.

Enhanced Services, Level II

- A. Hiring
 - A-1. Testing and assessment of applicant skills and aptitudes.
 - A-2. Assist businesses with writing job descriptions.
 - A-3. Task Oriented Profiling
 - A-4. Recruitment services.

B. Training

- B-1. Line Supervisor Workshops—focused training for new and seasoned managers in management skills such as problem solving, cause and effect evaluation, employee relations skills, effective time management to better equip them to reduce employee turnover.
- B-2. Wage reimbursement for new employees through on-the-job training for qualified applicants.
- B-3. Career ladder/lattice development. (See Appendix #10.)
- B-4. Development of volunteer and work experience opportunities at private and/or public worksites.
- B-5. Pre- and post-employment skills training.
- B-6. Information on entrepreneurial training.
- B-7. Supervisory skills training--assist management with workers moving into supervisory positions without adequate training due to an aging workforce.

C. Retention

- C-1. Retention Training—training services for businesses who want to implement a company-wide retention program.
- C-2. Provide businesses with follow-up services to assist with changing needs.

D. Growth

- D-1. Skill gaps analysis.
- D-2. Industry best practices.
- D-3. Training clusters—blocks and modules developed to address identified business needs.

I Training for Today's Economy

The role of the Career Center and its partners must be one of coordination and collaboration of existing resources. These goals will be recognized through the services that will be provided through the development of a local “training institute.” Working together as partners to provide a myriad of training opportunities and solutions for business, informed decisions can be made regarding matching workers with the proper training needed to meet the changing demands of today’s economy. The institute will be sensitive to the resources available in the region and will focus on filling the gaps where training is not available. The local training institute will work toward developing relationships

that target reduced training and turnover costs. The skill level of the workers will be matched to the employer's needs, partnering with educational facilities, employer training consortiums, and/or the training institute to provide training. A certification process for the training provided will offer credence and enable employers to determine the return on their investment dollars.

Businesses that recognize skill gaps may exist with new and incumbent workers may be assisted by the training institute initiatives through a task-oriented profiling process. (See Appendices 11, 12, and 13.) Task-oriented profiling is a comprehensive method for job analysis and data collection that identifies critical worker characteristics with regard to job demands. Through the profiling process, task lists are developed which accurately reflect the duties and tasks of successful employees for specific job titles. These task lists can then be used to identify skill gaps, evaluate performance, train new and incumbent workers, and prepare definitive job descriptions. Also, businesses will be able to take advantage of the institute's ability to develop or assist with the design of skills identification charts, interviewing questionnaires, and other employer specific tools.

The training institute will coordinate the basic and soft skills training lacking in today's workforce. This training may include workplace readiness: basic math, English comprehension, interviewing skills, resume preparation, conflict resolution, problem solving, personal management, ergonomics and safety, goal setting, budgeting, work ethic, time management, etc. Training will be provided to meet the needs of businesses and may be offered at the business site, at a career center, training facility, video conferencing center, educational facility, online or as deemed appropriate. Video conferencing centers are available in Marshall, Sedalia, Warsaw, Nevada, and Clinton, five of the six cities that also house the West Central Region Career Centers.

The local training institute will provide regional specific training to partner agencies, including those not formally designated as Career Center partners. This would include moving forward with the cross-training efforts between agencies initiated by the WDB Customer Service Ad-Hoc Committee. A training film already developed by the Committee will serve as one of the tools to accomplish this goal, as well as technical assistance training which could be provided by local and/or state agency staff. Training institute efforts will assist the regional Career Centers in focusing on federal, state, and locally driven performance criteria. It will also allow partners to bond together when developing training opportunities and information sharing, reducing a duplication of effort and sending a common message throughout the system.

The replicable training initiatives offered through the institute may be taken outside of the West Central Region, and/or outside the regional partner base. In the "train-the-trainer" format, any or all services may be customized to meet the identified needs of those seeking training assistance.

The intent of a local training institute is to foster "thinking outside the box," and to design training initiatives that take a system's approach to moving forward. Successes will be determined through increased employee retention, productivity, and a reduction in skill gaps within targeted industry clusters. "Building Workforce Partnerships" will be an initiative of growth, to keep the West Central region one step ahead of the curve.

! Outreach Strategies

We plan to educate the local Career Center staff to understand that business outreach is “everything that happens in the Career Center.” It is critical that business consultants understand how to apply the following four principles:

- Solve business problems
- Know what businesses want/are buying
- Make products tangible
- Use the five P’s of effective business outreach
 - Public
 - Place
 - Product
 - Promotion
 - Price

In addition, we will determine and identify the peaks and valleys of a business cycle using these four rules:

- Make peaks even higher
- Use valleys to plan for peaks and follow-up on those businesses who have “bought” during peaks
- Organize service delivery capability
- Promote/find additional products or services that have peaks when current products have valleys

PART IV **The Action Plan for Developing and Delivering Business Services**

! Development of the Action Plan

In the initial preparation of the Business Services Outreach Plan, Phase One, the outreach team has been limited to a small group of partners with a vested interest in the outcomes of the strategy. The draft proposal will be offered to the DWD regional manager, the WDB executive director, WIA sub-contractor management, and a special committee of the Workforce Development Board business leaders. After reviewing the outreach plan to evaluate its proposed effectiveness toward meeting the region’s goals, the Full Board will consider final approval of the document.

Customer satisfaction is addressed at Board level by the Workforce Development Board Customer Service Ad-Hoc Committee. Their involvement in the cross-training of partners has resulted in an integrated approach to delivering services. It is important to note that the Customer Service Ad-Hoc Committee is made up of representatives from:

- Experience Works
- Family Support Division
- Division of Workforce Development
- West Central Missouri Community Action Agency
- Missouri Valley Community Action Agency
- Education
- Resources for Missouri, Inc.
- Vocational Rehabilitation

To understand how the business outreach team, WDB special committee, and WDB Customer Service Ad-Hoc Committee interact with the region's Career Centers and the Board. (See Appendix #1.) The blending of these relationships provides the cohesion needed to ensure the success of the single point of contact system.

PART V

A System Approach to the Business Services Outreach Process

I Communication, Cooperation, Credibility (The 3 C's)

Cooperative relationships with partner organizations and businesses provide a strong foundation for the single point of contact approach. It takes time and skill to create successful partnerships and develop a foundation of commitment by all partners involved. Through the implementation of our outreach plan, we will devote resources and expertise to bring partners together to foster lifelong employment and training opportunities for the West Central region. We will challenge our partners to trust in the three C's in developing and maintaining successful partnerships.

Communication. Communication, Communication—Successful partnerships are built on open and ongoing communication. Discussion should be honest and open. Partners need to listen to each other and provide constructive feedback and remain flexible and open to opportunities.

- ✓ Hold info-share meetings semi-annually
- ✓ Make team member accessible for inquiries, etc.
- ✓ Contact partners to follow up and ease transition

Cooperation—Balanced participation will promote a spirit of trust and cooperation. Because each partner has an interest in the success of the partnership, each should participate in discussions and decisions. Most effective decisions are made by consensus.

- ✓ Develop team-player concept
- ✓ Engage all partners in single point of contact system process
- ✓ Solicit feedback on effectiveness of system

Credibility—Foster a sincere professional image when interacting with businesses and other partners. Establish relationships by gaining their confidence and encouraging their involvement in joint ventures.

- ✓ Lead by example
- ✓ Balance schedules to devote the necessary time to achieve success
- ✓ Provide timely response (within 48 hours) to all partners

! Regional Career Centers

The thirteen rural counties of the West Central Region cover a vast area of approximately 9,178 miles; at its widest point it is 81 miles and covers 145 miles at its longest point. The customers are best served in an area of this size, where there is no means of public transportation, by strategically placing multiple career center sites within the region. This approach ensures that no customer must drive more than 30 miles to receive the comprehensive services offered. It allows services to be more closely aligned with the needs of businesses and job seekers within the restricted service area.

The Career Center sites within the region are identified as:

- Lexington Career Center
- Clinton Career Center
- Nevada Career Center
- Sedalia Career Center
- Marshall Career Center
- Warsaw Career Center

In addition, WIA service providers, as well as other partners, have multiple outreach offices located in smaller communities which are staffed by rotating partners identified as part of this plan.

! Outreach Partners

The following agencies, organizations, and educational institutions will come together in a two-phase effort to participate in the single point of contact “one-touch” system concept. Though each may have a different level of participation, the partners will work toward a common goal: an integration of services to meet the needs of businesses and the job seeker. Areas of partner expertise will be cultivated to move the system forward. The “3 C’s” will provide the strong formation for success. The common objective will be to respond to the seven universal challenges (see pages 7-8) faced by businesses by providing training information, training consultation, and training services.

Phase One (0 – 90 Days)
Development and Implementation

- Workforce Development Board of Western Missouri, Inc. (WDB)
- Division of Workforce Development
- Missouri Valley Community Action Agency
- West Central Missouri Community Action Agency

Phase Two (90-180 days)
Implementation, Engagement, Outreach, and Continuous Improvement

- State and Local Economic Developers
 - Resources for Missouri, Inc.
 - State Fair Community College
 - Vocational Rehabilitation
 - Carrollton Area Career Center
 - Clinton Technical School
 - Lex La-Ray Area Technical Center
 - Nevada Regional Technical Center
 - Saline County Career Center (*vocational school*)
 - State Fair Career and Technology Center
 - Warrensburg Area Vocational-Technical School
 - Experience Works
 - Faith-Based Organizations
 - Superintendents of Schools
 - Probation and Parole
 - Family Support Division
 - Missouri Procurement Technical Assistance Center
 - Missouri Enterprise Business Assistance Center
 - Missouri Training Institute
 - Missouri Division of Employment Security
 - Crowder College
 - Chambers of Commerce
 - Pathways
 - Adult Education and Literacy
-
- *Non-exclusive list; additional partners may be added as they are identified.*
 - *Target date for the initial integration of Phase I and Phase II is June 30, 2004.*
 - *Target date for full integration of Phase I and Phase II is December 30, 2004.*

! Business Services Outreach Team

This business outreach plan has been developed as a cooperative effort by the following team members:

[Brenda Coffman, Business Representative](#)

Representing the Department of Economic Development, the Division of Workforce Development, and the Wagner-Peyser programs

[Lydia Negron, Veteran's Representative](#)

Representing the Division of Workforce Development, Wagner-Peyser, and the Veterans programs.

[Patricia Carter, Internal Systems Advisor](#)

Representing the Workforce Development Board of Western Missouri, Inc., and the WIA Title I, Welfare-to-Work, CAP, and NEG programs

[Marsha Hurst, Customer Relations Associate](#)

Representing the Workforce Development Board of Western Missouri, Inc., and the WIA Title I, Welfare-to-Work, CAP, and NEG programs

[Sandy Swanagon, Case Manager](#)

Representing the West Central Missouri Community Action Agency and the WIA Title I, and CAP and NEG programs.

[Susan Hunter, Career Services Specialist](#)

Representing the Missouri Valley Community Action Agency and the WIA Title I, CAP and NEG programs.

Delivery of Action Plan

ACTION ITEM		RESPONSIBLE PARTNER	RESOURCES NEEDED	DATE OF COMPLETION
IMPLEMENTATION	Develop a regional plan for promoting services offered by partners to area businesses and job seekers.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Internet training material WDB Strategic Plan MOU Economic Development input	5/6/2004
	Coordinate the development of region-wide outreach materials for products and services.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Brochures Presentations Radio spots Ads, newspapers	9/30/04
	Educate partner agencies about the focus of the regional outreach plan.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Approved outreach plan Career Center meetings	6/30/2004
	Educate partners on the role of the business consultant.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Partner meetings Cross training	6/30/2004
	Define a system for referrals between partner agencies/organizations.	All partners	Partner input/cross-training	6/30/2004
	Conduct business focus groups in partnership with each of the Career Center sites within the region to validate the list of business needs and determine the priority of services.	DWD, WDB, MVCAA WCMCAA	Large meeting area List of area businesses Partner to take lead Role to organize, list of business needs	9/30/2004
	Instruct businesses to use the self-service system.	DWD, all Career Center partners	Outreach material Personal contact	Ongoing
	Assess the need for a triage technician for the Career Centers.	DWD, WDB, MVCAA, WCMCAA (outreach team) Customer Service Ad-Hoc Committee	Funding Customer service training Partner input/cross-training	12/30/04
	Provide training to partner staff on Single Point of Contact System.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Partner meeting(s) Cross training Partner input Meeting area	9/30/04
	Provide Toolbox training to partner staff.	DWD Central (state) office	Computers Internet connections Meeting room Partner input	9/30/04
	Conduct an informational "Kickoff" meeting for all partner agencies.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Business Services Outreach Plan Meeting room Partner input	9/30/04
	Assess the need for system-wide fee-for-service activities.	DWD, WDB, MVCAA, WCMCAA (outreach team) Mandated Career Center partners	Assessment tool Data results	12/30/04

ACTION ITEM		RESPONSIBLE PARTNER	RESOURCES NEEDED	DATE OF COMPLETION
ENGAGEMENT	Improve business relationships within the region by promoting the single point of contact system.	DWD, WDB, MVCAA, WCMCAA, (outreach team)	Business Outreach materials	Ongoing
	Determine level of service categories for identified businesses (Core, Enhanced Level I, Enhanced Level II).	DWD, WBD	WIB Strategic Plan, Internet research	6/30/2004
	Determine through surveys and/or focus groups if there is a gap in human resource services that can be provided to area businesses.	WDB, DWD, MVCAA, WCMCAA, Education	HRMA meetings, MEC	9/30/04
	Make contacts and follow up with businesses.	All partners	Toolbox and feedback among partners	Ongoing
	Distribute a Frequently Asked Questions (FAQ) data sheet.	DWD, WDB, MVCAA, WCMCAA (outreach team)	List of questions with responses	9/30/04
	Complete services matrix.	All partners	Services list Matrix form (Appendix #4)	9/30/04 Ongoing
	Provide training on telephone etiquette.	DWD, WDB, MVCAA, WCMCAA (outreach team)	Script	9/30/04
	Educate area businesses in an integrated manner about the services offered through the local Career Center system.	All Career Center Partners	Outreach materials, presentations	Ongoing
	Determine the method for delivering services to businesses and job seekers.	All partners	Input from partners	Ongoing
	Engage as many partners as possible to commit to the use of the Toolbox system for information sharing regarding business contacts and job availability.	DWD, Business Representative, Business Consultant	State involvement in marketing and promotion of Toolbox Support of local level management. Toolbox manual	6/30/2004
	In a collaborative effort with Business Representative, establish a job development system.	All partners	Regional coordination meetings	Ongoing
OUTREACH	Solve business problems.	Appropriate Outreach partners in Phase I and Phase II	MEC seminars, make referrals to appropriate agencies	Ongoing
	Make products tangible so that businesses know what they are receiving.	All Career Center partners	<i>GreatHires.org</i> , Toolbox	Ongoing
	Use the 5 P's of effective business outreach.	All Career Center partners	Training and meetings	Ongoing
	Create a 30-second commercial.	Outreach team Customer Services Ad-Hoc Committee	Script distribution medium	9/30/04
	Continually assess the needs of business and develop a system response to meet those needs.	All Career Center regional partners	Personal contacts Industry surveys	Ongoing
	Evaluate information gathered regarding business needs/wants, and the prioritization of those needs.	WDB, DWD, MVCAA, WCMCAA	Surveys MEC meetings	Ongoing
	Educate businesses regarding customer choice.	All Career Center regional partners	Outreach materials <i>GreatHires.org</i>	Ongoing
	Distribution of regional newsletter.	WDB All partners (input)	Computer/printer/scanner Desktop publishing software News articles	Ongoing

ACTION ITEM		RESPONSIBLE PARTNER	RESOURCES NEEDED	DATE OF COMPLETION
CONTINUOUS IMPROVEMENT	Create business satisfaction survey and data collection method.	Outreach team Customer Service Ad-Hoc Committee	MEC Focus groups	9/30/04
	Improve the quality and effectiveness of business services	All Career Center partners	Business Satisfaction Survey Customer Service training	Ongoing
	Improve business relationships within the region by promoting the single point of contact "one-touch" system.	All partners	Outreach materials	Ongoing
	Seek better communication with economic development at the local and state level to meet business needs.	DWD, WDB, MVCAA, WCMCAA, Economic developers	Economic development events/calendars Contact names Outreach materials Meeting facility	Ongoing
	Work with business and educational partners toward matching technical training toward current and future industry needs.	DWD, WDB, Education, Voc Rehab, Veterans Programs	Identification of business needs Community colleges Vo-Tech schools Private schools <i>GreatHires.org</i>	Ongoing
	Focus on creating new partner relationships and linkages to better serve the needs of business and job seeker.	WDB, DWD, MVCAA, WCMCAA	MEC meetings Focus groups Presentations Business consultants	Ongoing
	Develop Career Center job fairs, workshops, and seminars to bring businesses, job seekers, and services together.	All partners	Ads Surveys Outreach materials Facilities	Ongoing
	Make contact with new area businesses/employers, working closely with local economic development efforts to identify and meet training, hiring, and other employment needs.	All partners	Labor market information A close relationship with economic development, partners Brochures <i>GreatHires.org</i>	Ongoing
	Review businesses on an annual basis to determine current level of service category.	DWD, WDB	Personal contact with follow-up services	Ongoing
	Expand follow-up services to businesses, involve career center partners in this concept.	All Career Center regional partners	Career Center meetings	Ongoing
	Develop long-term relationships with partners and area business.	All partners	Career Center meetings	Ongoing
	Continuous development of labor market information.	DWD, WDB, MERIC, Economic development	MERIC, OSEDA Missouri Enterprise	Ongoing
	Track Toolbox data requirements; State performance measures	WDB, DWD	Toolbox, State Strategic Plan	Ongoing
	Review Services Matrix	All partners	Services List Matrix Form (Appendix #4)	Ongoing

KEY:

DWD	Department of Economic Development
DWD	Division of Workforce Development
WDB	Workforce Development Board of Western MO, Inc.
MVCAA	Missouri Valley Community Action Agency
WCMCAA	West Central Missouri Community Action Agency
MERIC	Missouri Economic Research and Info. Center
MEC	Missouri Employment Council
HRMA	Human Resource Management Association
OSEDA	Office of Social and Economic Data Analysis

! Summary

This plan has been developed with input and guidance from representatives of the Workforce Development Board of Western Missouri, Inc. (WDB), Wagner-Peyser, the local Veterans Employment Representative, West Central Missouri Community Action Agency, Missouri Valley Community Action Agency, and the regional Business Representative. Throughout the development of the plan, the partners sought to align the business outreach objectives with the overall goals and objectives of the workforce development system as a whole, incorporating the regional Memorandums of Understanding with the Career Centers, and the WDB Strategic Plan. The development of the regional Business Services Outreach Plan will educate and inform businesses and community leaders while continuing to implement a growth strategy supported with an aggressive marketing mix.

The perceived barriers initiating a single point of contact system as outlined in the Outreach Plan include:

- Many partner agencies use different computer systems making common information sharing difficult. While there has been some progress in this area, it will remain a barrier until all systems smoothly interact with each other and there is a system-wide commitment to use Toolbox.
- While staff is familiar with rules and regulations, most are inexperienced at “selling” services.
- The need for cross-training.
- Duplication of services.
- Limited funds for services.
- Limited business awareness of One-Stop services.
- As we integrate services, there is difficulty in adjusting to changes in organizational structure. Staff often face conflicting priorities and direction.

However, we are resolved to meet local challenges, address barriers, and find systematic solutions to business needs in order for our region to move forward and benefit from a single point of contact system.

Advantages of a coordinated effort are:

- Gained respect and strengthened image of Career Centers/enhanced credibility
- One message/coordinated outreach efforts
- Greater business satisfaction
- Skills upgrading
- Enhanced leverage of resources
- Development of new relationships

The visions, planned activities, and measurable goals written into the outreach plan are certainly achievable and replicable when dedicated partners embrace the single point of contact system. The members of the outreach team are totally committed to the implementation of this plan. By generating partner support and soliciting commitment for additional funding we are determined to ensure that this plan meets our region’s business needs and garners long-term support for its ultimate success.

PART VI Signature Page

We, the undersigned, present this Plan in the “*spirit of openness*” and accept the challenges of the continuing goals in coordinating the West Central Region Business Services Outreach Plan and the promotion/support of the “*One-Touch System.*”

Brenda Coffman
Division of Workforce Development

Lydia Negrón
Division of Workforce Development

Patricia Carter
Workforce Development Board of Western Missouri, Inc.

Marsha Hurst
Workforce Development Board of Western Missouri, Inc.

Sandy Swanagon
West Central Missouri Community Action Agency

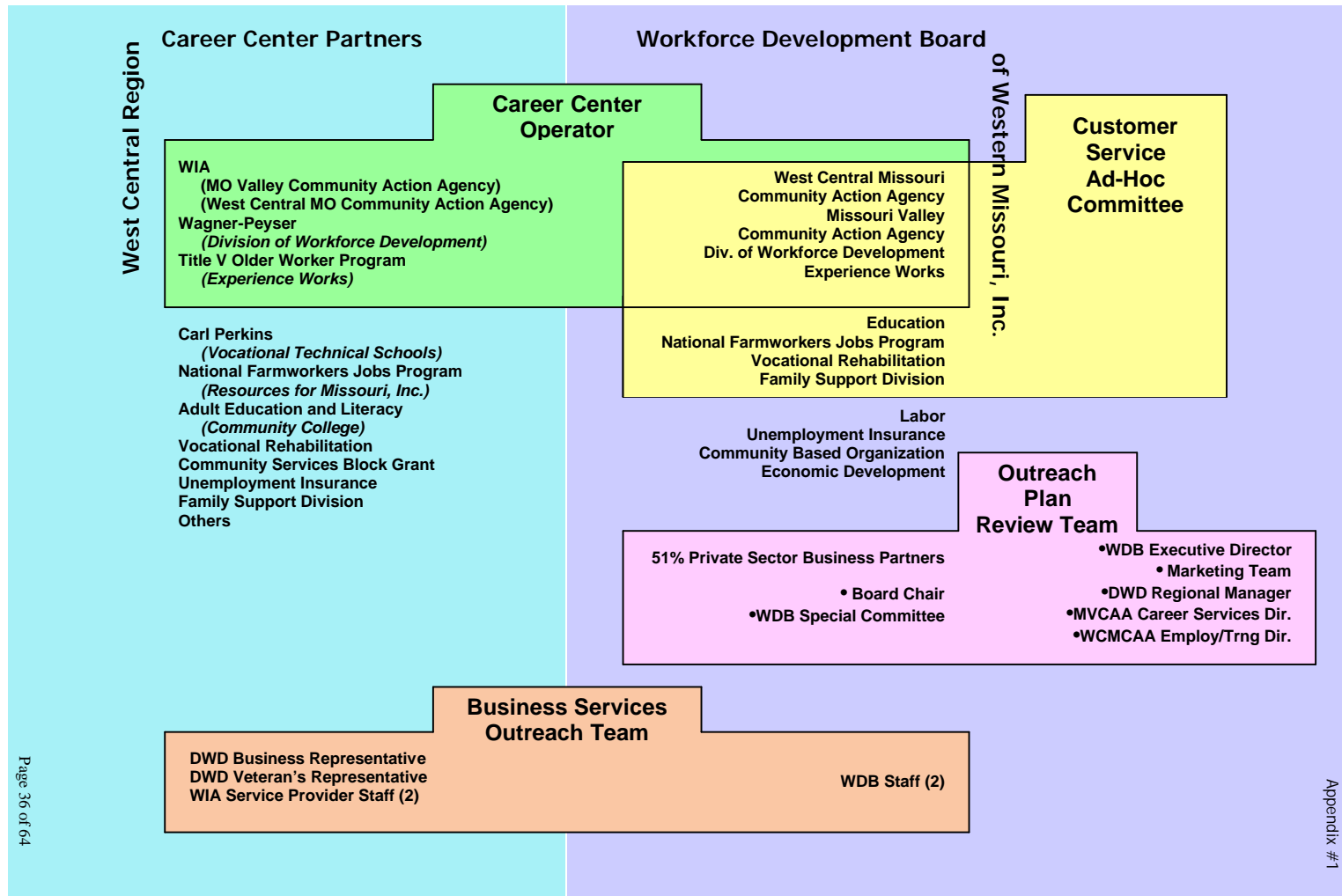
Susan Hunter
Missouri Valley Community Action Agency

Reviewed and approved by the Workforce Development Board of Western Missouri, Inc., on March 24, 2004.

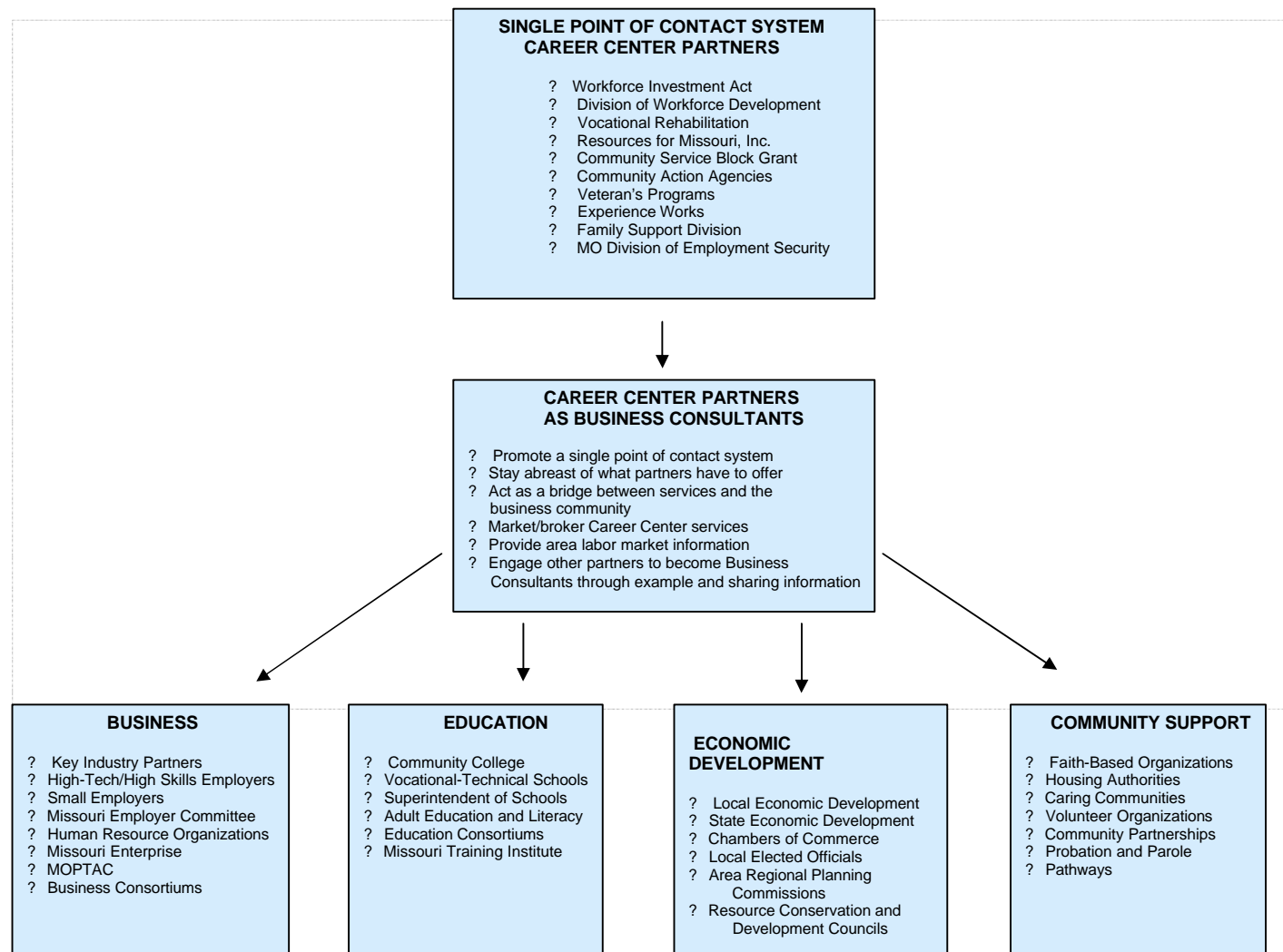
Jim Houchen, Chairperson
On behalf of the Workforce Development Board

Date

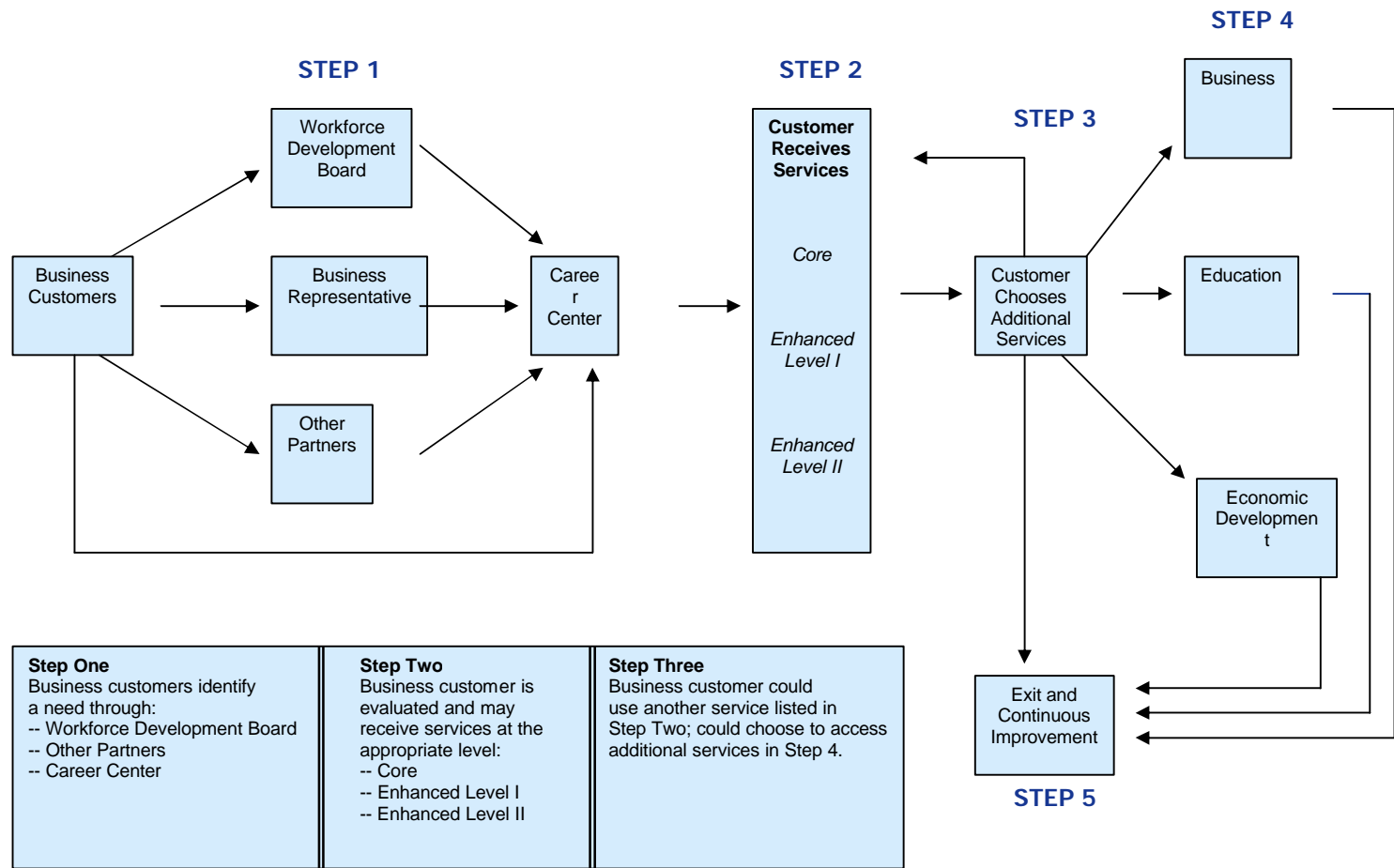
Business Services Outreach Plan Relationship Chart



The Role of the Business Consultant in a Single Point of Contact System



Business Contact and Referral Flowchart



Appendix #3

BUSINESS SERVICES MATRIX

CORE SERVICES	Workforce Development Board	Division of Workforce Development	MVCAA	WCMCAA	RMI	State Fair Community College	Voc Rehab	Carrollton Area Career Cntr	Clinton Tech School	Lex La-Ray Technical Center	Nevada Regional Technical Center	Saline County Career Center	State Fair Career & Tech Cntr	Warrensburg AVTS	Experience Works	Faith-Based Org.	Local Economic Development	Super. Of Schools	Probation & Parole	Family Support Division	MO Procure. Tech Assist Cntr	MO Enterprise Bus. Assist. Cntr	Missouri Training Institute	Division of Employment Security	Crowder College	Chambers of Commerce	Pathways	Adult Education & Literacy
HIRING																												
GreatHires.org Information and Instruction																												
Job Match/Application Prescreen/Resume Review																												
Tax Credit Hiring Incentive																												
Recruitments/Job Fairs																												
Job Order Consultation																												
Referrals to Short Term (1 to 3 days) Jobs																												
Orientation to the Career Center System																												
Provide Assistance in Listing Job orders																												
Provide Labor Market Information																												
Administer Typing Tests																												
Provide Businesses With a Qualified Applicant Pool																												
Provide Performance Information																												
Job Development Activities																												
Employee Work Authorization Information																												
Single Point of Contact For All System Services																												
TRAINING																												
TAA																												
Workshops																												
Other Employment Hiring Incentives																												
RETENTION																												
Childcare—Information																												
Housing Resources—Information																												
Health Insurance—Information																												
Transportation																												
Employer Assistance Programs—Information																												
Unemployment Insurance Information																												

ENHANCED SERVICES, LEVEL I	Workforce Development Board	Division of Workforce Development	MVCAA	WCMCAA	RMI	State Fair Community College	Voc Rehab	Carrollton Area Career Cntr	Clinton Tech School	Lex La-Ray Technical Center	Nevada Regional Technical Center	State Fair Community College	State Fair Career & Tech Cntr	Warrensburg AVTS	Experience Works	Faith-Based Org.	Local Economic Development	Super. Of Schools	Probation & Parole	Family Support Division	MO Procure. Tech Assist Cntr	MO Enterprise Bus. Assist. Cntr	Missouri Training Institute	Division of Employment Security	Crowder College	Chambers of Commerce	Pathways	Adult Education & Literacy
HIRING																												
Federal Bonding																												
Occupational and Vocational Counseling																												
Testing and Assess. of Applicant Skills & Aptitudes																												
Labor Market Information																												
Drug Screening/Background Check/Referrals																												
Alternative Staffing Solutions																												
Job Match/Applicant Prescreen/Resume Review																												
Single Point of Contact For All System Services																												
TRAINING																												
Customized Training																												
Employed/Incumbent Worker Training																												
Job Readiness Workshops																												
Wage Reimbursement For New Employees																												
Basic Soft Skills Services																												
Assessment of Incumbent Worker Skills																												
Information on Skill Standards and Skill Certifications																												
Pre- and Post-Employment Skills Training																												
Information On Supported Work and Job Coaching																												
Employee Safety Training																												
Ergonomics Training																												
RETENTION																												
Turnover Prevention Activities																												
Rapid Response Activities																												
Layoff/Reemployment Assistance																												
GROWTH																												
Relocation or Expansion Information																												

ENHANCED SERVICES, LEVEL II	Workforce Development Board	Division of Workforce Development	MVCAA	WCMCAA	RMI	State Fair Community College	Voc Rehab	Carrollton Area Career Cntr	Clinton Tech School	Lex La-Ray Technical Center	Nevada Regional Technical Center	Saline County Career Center	State Fair Career & Tech Cntr	Warrensburg AVTS	Experience Works	Faith-Based Org.	Local Economic Development	Super. Of Schools	Probation & Parole	Family Support Division	MO Procure. Tech Assist Cntr	MO Enterprise Bus. Assist. Cntr	Missouri Training Institute	Division of Employment Security	Crowder College	Chambers of Commerce	Pathways	Adult Education & Literacy
HIRING																												
Testing & Assess. of Applicant Skills and Aptitudes																												
Assist Businesses with Writing Job Descriptions																												
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Information on Entrepreneurial Training																												
Supervisory Skills Training																												
RETENTION																												
Retention Training																												
Provide Businesses With Follow-up Services																												
GROWTH																												
Skill Gap Analysis																												
Industry Best Practices																												
Training Clusters																												

One-Touch System
Account Management Chart
Sorting Businesses by Customer Status

Industry Cluster	Business Name/City	Current Account	Past Account	New Account

Workforce Development Board Strategic Plan

In August 2002, members of the Workforce Development Board developed a five-year strategic plan for the West Central Region. The comprehensive document addresses such issues as workforce gaps, increased coordination, finance, youth services, measuring success, continuous improvement, building a more knowledgeable board, outreach, and effective communication.

The following market-related issues taken as an excerpt from the Board's Strategic Plan, tie directly to the West Central Region's Business Outreach Plan.

Knowledgeable Board/Outreach

Educate board members, the business community, and the general public in regard to who we are and what we have to offer. Utilize knowledgeable, well-informed Board in outreach efforts.

GOAL #1 Develop Awareness Program for Business, Educators, Civic, and Service Groups

- A. Prepare feasibility study for the following activities.
 - 1. Develop database of programs, accomplishments, history of board responsibilities, board member selection process, program statistics, success stories, coordinated activities within community, media articles, etc.
 - 2. Compile by county lists of business, education, civic, and service groups, etc.
 - 3. Assign WDB staff member responsible for maintaining current data.
- B. Contact CMSU, Missouri Training Institute for potential video outreach project.
- C. Develop basic awareness presentation based to be used by Board Members and/or WDB staff in presentation to business partner agencies, civic and service groups, etc.

GOAL #2 Develop Ambassador Program

- A. Develop list of volunteer spokespeople from WDB Board of Directors and LEOs.
- B. Develop list of successful program participants willing to accompany board members/LEOs/staff members at presentations.
- C. Develop media alert/follow-up procedure to inform press of success stories, agency milestones, etc., regarding WIA related news.
- D. Develop standardized fill in the blanks press release, as appropriate.
- E. Recognize Ambassadors at Annual Banquet.

The Ambassador Program model will be tailored to include regional partners in the implementation of the Business Services Outreach Plan.

In addition to the above goals, increased partner collaboration and the opportunity for fee-for-service activities was also addressed in the Board Strategic Plan:

GOAL #3 Increase Fee-for-Service Activities

- A. Contact/survey community to assess needs.
- B. Develop list of fee generating services.
- C. Develop products to market to customers that fill identified needs.

GOAL #4 Increase Cooperation Among Agencies and Partners

- A. Encourage and participate in joint planning and management meetings.
- B. Identify financial resources for activities outside of WIA.
- C. Identify partner program overlaps in service where co-funding possibilities exist.
- D. Share resources, ideas, and energy in providing services more efficiently and effectively to clients.

**WEST CENTRAL REGION
Business Services Outreach Plan**

TIMELINE

ACTIVITY	TARGET DATE(S) FOR COMPLETION	COMPLETION
PHASE ONE		
Preparation of draft plan	11/15/03 – 12/5/03	—
Initial review by key partners	12/1-5/03	—
Initial revision of draft plan	12/11/03 – 1/24/04	—
Initial PowerPoint presentation to Workforce Development Board	1/28/04	—
Appointment of special committee of WDB business leaders; submit plan for review	3/1/04	—
Outreach team to meet with WDB special committee; revision of plan, if necessary	3/10/04	—
Second PowerPoint presentation to Workforce Development Board; recommendations by WDB special committee and final approval by the Board	3/24/04	—
Develop presentation and training materials for business and career center staff	4/11/04 – 9/30/04	
Final date for submission of Business Services Outreach Plan to DWD	5/6/04	
Final date for notification of approval by DWD	6/18/04	
PHASE TWO		
Meet with six Career Centers individually to present plan and engage partners	7/1/04 – 9/30/04	
Meet with business partners through MEC meetings, chamber meetings, other	7/1/04 – 12/30/04	
Make presentations to local economic developers	7/1/04 – 12/30/04	
Meet with partners to encourage use of Toolbox with business outreach	4/1/04 – 6/30/04	
Conduct focus groups with businesses	7/1/04 – 12/30/04	
Work with proposed pilot businesses to identify skill gaps	7/1/04 – 12/30/04	

Glossary

Business Consultant	<ul style="list-style-type: none"> Acts as a business liaison; develops long-term relationships with business; promotes all system services. Builds credibility by demonstrating preparedness, knowledge, expertise, and genuine concern for success.
Frequent Contact	<ul style="list-style-type: none"> Once a month, general contacts documented through the Toolbox system.
Key Businesses	<ul style="list-style-type: none"> To be individually determined by partner agencies to define levels of service based on certain criteria, such as labor market information, number of employees, wage levels, anticipated growth measured in number of jobs, multiple occupations on site, or other defined methods of measure.
Labor Market Information	<ul style="list-style-type: none"> Labor force and unemployment data Industry employment, earnings and wages Occupational employment wages Employment outlooks (<i>industry/occupational employment projections</i>) Occupational illness and injury data Other labor market and socioeconomic data
Liaison	<ul style="list-style-type: none"> Individual focused on assisting businesses and job seekers; a point of reference for businesses; mediator; problem-solver; the go-to-person.
Long-Term Relationship	<ul style="list-style-type: none"> Over one year.
Program Services	<ul style="list-style-type: none"> Any services offered to a customer that are non-administrative in nature.
Short-Term Relationship	<ul style="list-style-type: none"> Up to one year.
Career Pathing	<ul style="list-style-type: none"> A set of diverse strategies that develop connections between jobs in the same or related industries to achieve occupational advancement or increased wages, skills, and benefits for workers. <ul style="list-style-type: none"> Career Ladders Career Lattice

West Central Region
 Business Outreach Plan
 Proposed Budget

	Incentive Funds	Match Funds	Total Funds
Outreach Materials ✓ Brochures ✓ Pamphlets ✓ Promotional items to support the Career Center(s) and the DWD Business Representative outreach efforts		5,900	5,900
Meeting/technical assistance training/cross-training		2,500	2,500
Employer Focus Groups		3,800	3,800
Development of Training Institute		3,500	3,500
Travel		4,500	4,500
Surveys/Research Activities		1,500	1,500
Business Pilot site activities, Skills Gap Analysis (2 sites)	25,000		25,000
Total Proposed Budget	\$25,000	\$21,700	\$46,700

Budget Narrative

The West Central Region has embarked upon a course to promote career center services within the thirteen-county area through a high-profile outreach campaign. The efforts identified in the Business Services Outreach Plan will require financial resources to be fulfilled. The proposed budget addresses those resources, aligning incentive funds with regional business outreach dollars.

Centered around a "Building Workforce Partnerships" campaign, outreach materials and promotional items are being procured, such as tape measures to be handed to businesses by the DWD Business Representative, and tote bags to be provided to job fair and Opportunity Expo participants. Brochures and other written materials will provide businesses with information that will support an informed choice.

Focus groups with businesses will provide an avenue for input and program design. It will also be the initial mechanism through which industry clusters are identified, levels of services are promoted, and customer status is addressed. Surveys and other research activities will continue to support the identification of business needs.

The WDB, Career Centers, and partners will be involved in cross-training activities, technical assistance, information gathering, industry initiatives, and participation in the development of a local "training institute."

The inclusion of two sites, as pilot projects for skills gap analysis, will be made possible through a budget of \$25,000 for staffing costs and development materials. The businesses will benefit from the in-depth manuals and corresponding computer disks which will remain with them for their use. The disk will be updated as the business needs change or growth is recognized. Development staff will be available for follow up support and technical assistance. The business outreach team partners are pursuing a state incentive grant of \$25,000 to make this proposal a reality.

Career Pathing Strategies

! Career Ladder

! Career Lattice

A sampling of strategies that are commonly used in career pathing include:

- Developing curriculum for new training to advance in a career field;
- Creating new job opportunities that can provide additional “steps up” in a field;
- Training workers to start businesses in their sector to increase income;
- Working with employers to develop paths or skill standards for advancement where none existed previously;
- Upgrading skills for low-skill workers;
- Providing technical assistance to employers to demonstrate how to implement career pathways;
- Building education and training benefits packages where they don’t already exist.

Task Oriented Profiling

A Tool for Business Management and Human Resource Development

In today's "new economy," businesses must strive to stay on top of the challenges presented as a part of workforce development and human resource management. The Task Oriented Profiling (TOP) process provides employers with an avenue to address these challenges, offering a firm foundation for meeting business objectives and for growth opportunities. Each identified component can be provided as a stand-alone service, or packaged to meet individual business needs.

A highly-trained, certified team works with the business to complete the profiling of individual occupational task lists. These task lists have multiple applications, as shown on the diagram. Businesses will receive assistance with the facilitation of the desired application(s) by trained, certified staff. These applications may be delivered in the form of a business consultation, business training for management and/or front-line staff, or a business service.

The Workforce Development Board (WDB) has two certified trainers and a highly-qualified recorder on staff, trained by the Missouri Training Institute to facilitate Task Oriented Profiling and the multiple applications that will assist businesses with their employment and training needs. The credentials held by the trainers allow them to also certify others in the delivery of TOP services.

A partnership has also been developed with the Missouri Training Institute (MTI) to provide these multiple applications of TOP and other training opportunities for businesses. If it is determined that this would be the best method for delivery, a referral will be made to MTI and may generate fee-for-service revenues for the Career Center system from MTI for marketing the services/training. As part of the presentation to businesses, the regional DWD Business Representative will also provide brochures and information about these training services and seminars offered by the Missouri Training Institute. (See Appendix #12.)

